

**TOWN OF NEEDHAM
HIRING POLICY
HIRING #102**

1. PURPOSE AND SCOPE

The purpose of this document is to establish consistent procedures for the recruitment and selection of candidates for positions in Town service.

2. APPLICABILITY

This policy applies to all paid, appointive positions in Town Government excluding those positions under the supervision and control of the School Committee and the Trustees of Glover Memorial Hospital. Employees whose positions are governed by Civil Service Law or collective bargaining agreement are subject only to those portions of this policy which are not specifically regulated by law or agreement.

3. DEFINITIONS

Refer to the Glossary of terms in the Personnel Policy manual for commonly used words and phrases.

4. POLICY

The hiring procedures outlined below must be followed in order to appoint an internal or external candidate to a position in Town service. When hiring temporary/seasonal employees, please refer to the Temporary/Seasonal Employment Policy, (Personnel Policy: Hiring – 101)

The primary goal of the Town in the employment process is to fill vacancies with the most qualified candidates available. In this pursuit, the Town will adhere to the principles of Affirmative Action and Equal Employment Opportunity.

5. PROCEDURES

A. Preparation of the Certificate of Necessity. The first step in the hiring process is the receipt of approval to fill the position. This is achieved through the use of the Certificate of Necessity. (Attachment A)

1. The Certificate of Necessity should be completed by the hiring Department and signed by the department head and appointing authority.
2. The Certificate of Necessity is then forwarded to the Personnel Department and may be approved by the Personnel Director or scheduled for review at the next meeting of the Personnel Board. The Personnel Department review is

intended to ensure that the position is one that has been authorized to the Department and that the position is appropriately classified.

3. The Personnel Department will forward the Certificate of Necessity, if approved, to the Finance Committee for its review. A. The Finance Committee will review the request and will verify the availability of adequate appropriation or other monies to enable appointment. B. The Finance Committee may, after a public hearing thereon, adopt and amend regulations establishing staffing controls of appointive positions, other than such positions the filling of which is mandatory under state law, local charter or by-law. Such regulations shall pertain only to the preservation of an economical balance between the numbers of appointive employees retained by Town agencies and the budgets authorized by vote of Town Meeting.
4. Upon receipt of the completed Certificate of Necessity from the Finance Committee, the Personnel Director will inform the department head/appointing authority that the necessary authorization has or has not been granted.

B. Posting/Advertising

1. The position description or specification presently on file in the Personnel Department is the official description of the duties of the position.
2. The appointing authority/department head will prepare a job posting based on the official job description, grade, and current salary information. All postings and advertisements shall include the following information (see Attachment B):
 - a. position title;
 - b. salary or salary range;
 - c. a brief description of the duties;
 - d. minimum qualifications;
 - e. any major "selling points";
 - f. name and address to which to send applications;
 - g. last day for filing applications; and
 - h. an AA/EEO statement.
3. Job postings will be reviewed by the Personnel Department for accuracy and consistency.
4. Job openings will be posted by the Personnel Department on all Town bulletin boards for ten calendar days.
5. Internal applicants will be considered prior to external candidates if they meet the minimum entrance requirements.

6. When recruiting external candidates, appointing authorities may request that positions be advertised. The appointing authority should prepare the text of the classified advertisement and forward it to the Personnel Department.
7. All advertisements will be reviewed by the Personnel Department for accuracy and consistency.
8. The Personnel Director will place such advertisements in the local newspapers, Boston newspapers, and trade journals, as appropriate, after consultation with the hiring source. The job posting will also be distributed to the list of interested applicants and affirmative action contacts maintained by the Personnel Department, in accordance with the Town's Affirmative Action Plan.
9. The Personnel Department will not authorize the posting and advertising of a position prior to the completion of the Certificate of Necessity process unless approval to do so is received from the Chairman of the Finance Committee.

C. Screening/Interviewing

The Personnel Department will screen resumes and prepare initial correspondence for appointing authorities who so request. Resumes/applications will be screened based on criteria given by the appointing authority. Any department head or appointing authority who is interested in this service should contact the Personnel Director.

Appointing authorities and department heads should follow standard procedures when screening resumes and conducting interviews. The following are general guidelines:

1. Devise standard selection questions which are not gender or race biased, and use the same questions for all candidates (please see Attachment C for list of questions which should be avoided);
2. Screen Resumes for minimum entrance requirements;
3. Select candidates for interview, and send a letter to candidates not selected for interview (see Attachment D);
4. Notify successful candidates of selection, (by telephone) and then interview those candidates, (interviews conducted by Town Boards and Commissions are subject to the provisions of the Open Meeting Law);
5. Select candidates for final (or second) interview, contact references, and conduct final interviews;

6. Select final candidate. Review offer to candidate with Personnel Director, and secure approvals if offering higher than minimum entrance rate (see Section V. (E) below);
7. Offer the candidate employment in writing, (see Attachment E); and
8. Notify unsuccessful candidates by telephone (or by mail – see Attachment F).

D. Employment Applications

1. All applicants for employment who will be interviewed must complete the official Application for Employment (Attachment G). Resumes may be accepted as supplements to the application, but not as substitutes.
2. All candidates will have the opportunity to self-identify as having protected group status by filling out the Self-Identification Form. The decision as to whether or not to complete the form is up to the applicant. The Self-Identification Forms should be forwarded to the Personnel Department immediately – a copy must not be kept by the hiring Department. However, as part of the Town's commitment to Equal Employment Opportunity, Hiring Departments may review the forms if the intent of that review is to encourage members of protected groups by selecting them for interview.
3. Applicants for positions, which require degrees, licenses, etc., must provide copies of those materials prior to beginning employment.
4. Applicants who claim special status as a result of military history must provide a copy of the appropriate discharge notice.
5. All such materials, excluding the Self-Identification Form, will be kept in the employee's official personnel file.

E. Authorization to Hire Above the Minimum Entrance Rate

1. After screening applications and interviewing candidates, appointing authorities/department heads should select their final candidates.
2. Appointing authorities/department heads should attempt to hire a candidate at the minimum step whose qualifications are commensurate with the requirements of the position.
3. If the appointing authority/department head cannot hire at the entry level, he/she should prepare the Request to Hire Above the Minimum Entrance Rate Form (Attachment H) and forward it to the Personnel Director for review. Appointing authorities/department heads should be prepared to justify their requests with specific data.

4. The Personnel Board (or Board of Selectmen for represented employees) will make a determination as to the appropriate rate that the hiring Department may offer. Such determination will be made on the basis of:
 - a. the successful candidate's current rate of pay;
 - b. other qualified candidates' current rate of pay (if applicable);
 - c. the successful candidate's current benefit package; and
 - d. other relevant information.
5. The Personnel Board will inform the Finance Committee when authorization to hire above the minimum entrance rate is granted.

F. Authorization to hire at an Accelerated Vacation Rate

Appointing authorities who wish to hire department or division heads at an accelerated vacation eligibility rate must send a letter of request to the Personnel Board prior to the employee's first day of employment. Requests for accelerated vacation eligibility may be granted on the basis of length of previous comparable experience.

G. Hiring Documentation

The following documentation should be compiled and forwarded to the Personnel Director, along with the Application for Employment/resume prior to the employee's first day of work:

1. Payroll Authorization Form

Appointing authorities/department heads should submit Payroll Authorization Forms as soon as practicable prior to the employee's beginning employment. The Payroll Authorization Form (Attachment I) is used for new hires, promotions, reclassifications, and any other change in employment status or salary rate. The PAF must be approved by the Personnel Director/Personnel Board and is subsequently forwarded to the Payroll Coordinator.

2. Employment Eligibility Form (I-9)

Procedures for complying with federal employment eligibility regulations, in accordance with the Immigration Reform and Control Act of 1986, are set forth in the Town's Employment Eligibility Policy (Personnel Policy: Hiring 104).

3. Pre-employment Physical Examination Form

Procedures for complying with the Town's pre-employment physical examination requirements are set forth in the Town's Employment Physicals Policy (Personnel Policy: Hiring 106).

4. Confidential Employee Information Form

Employees should fill out the Confidential Employee Information Form prior to beginning their work assignments.

H. Orientation

On the first day of employment or, at the latest, during the first week of employment, the employee must meet with a representative from the Personnel Department, the Benefits Coordinator, the Payroll Coordinator and the Retirement Coordinator. The employee will be required to submit documentation as follows:

1. W-4 or W-4A tax withholding form;
2. retirement Form 101;
3. birth certificate;
4. basic and optional life insurance enrollment form or waiver;
5. health insurance enrollment form or waiver;
6. credit union enrollment (optional);
7. annuity/deferred compensation enrollment form (optional);
8. section 125 ("Cafeteria Plan") benefit waiver; and
9. Parking Sticker Information (Town Hall employees only).

Attachments:

- A. Certificate of Necessity
- B. Position Posting
- C. Pre-Employment Inquiry Pitfalls
- D. Notice to Unsuccessful Applicants
- E. Offer of Employment
- F. Notice to Unsuccessful Candidates
- G. Application for Employment
- H. Request to Hire Above the Minimum Entrance Rate
- I. Town of Needham Payroll Authorization
- J. Confidential Employee Information
- K. Physical Examination Form
- L. Employment Eligibility Verification (I-9)
- M. Checklist for Hiring
Sample Job Offer/Denial Letters

AUGUST 14, 1991